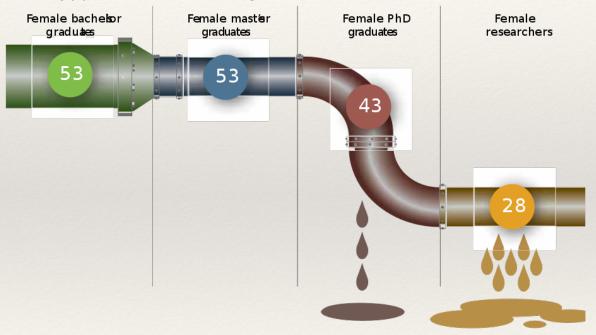
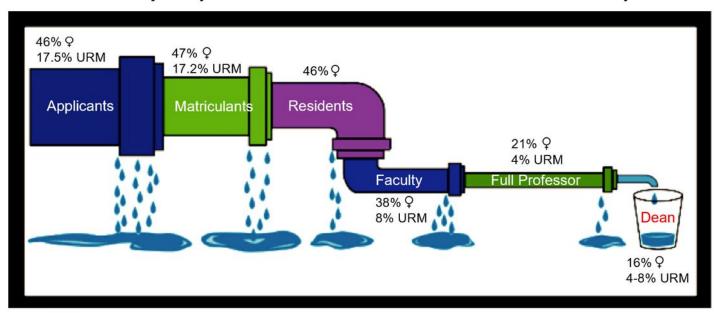


The leaky pipeline: share of women in higher education and research, 2013 (%)



Source NESCO Institute for Statistics estimates based on data from its database, July 2015

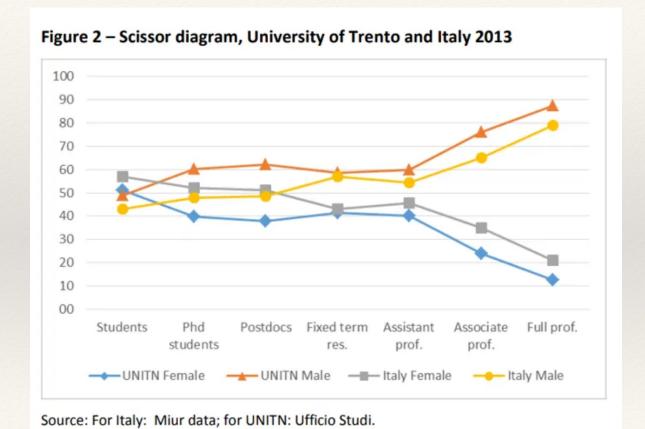
Leaky Pipeline to Academic Leadership

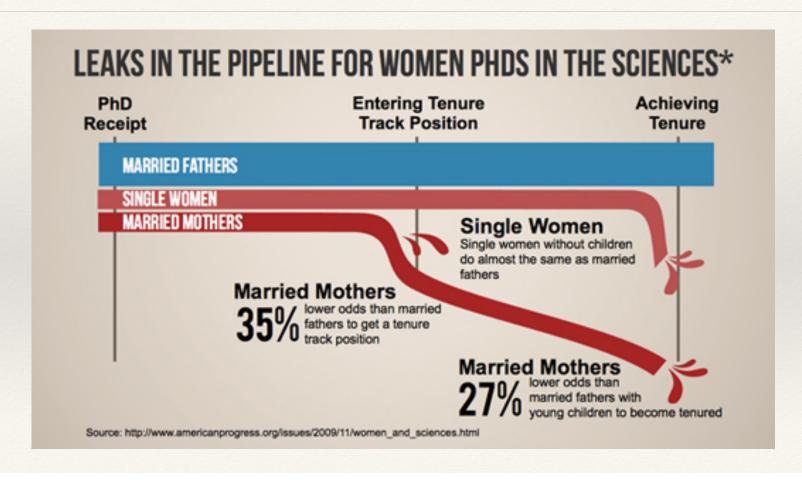


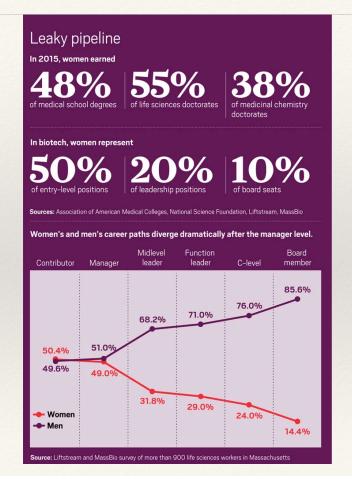


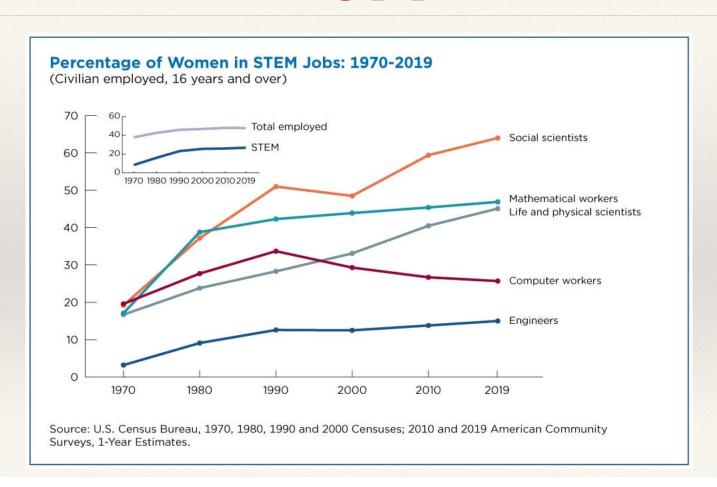
Pollart et al., Acad Med, 2014. AAMC: Women in Academic Medicine Report 2014 Guevara, JAMA, 2013 Nivet, Mt Sinai J Med, 2008











What is wrong?



What is wrong?

What Happened To Women In Computer Science? % Of Women Majors, By Field Medical School Law School Physical Sciences Computer science 50% 45% 40% 35% 30% 25% 20% 15% 10% 1970 1975 1980 1985 1990 1995 2000 2005 2010

Source: National Science Foundation, American Bar Association, American Association of Medical Colleges Credit: Quoctrung Bui/NPR

Early computing





From the 1940s till late 1970s, programming was considered akin to secretarial duties

The Computer Girls

A trainee gets \$8,000 a year ...a girl "senior systems analyst" gets \$20,000 - and up! Maybe it's time to investigate....

Ann Richardson, IBM systems engineer, designs a bridge via computer. Above (left) she checks her facts with fellow systems engineer, Marvin V. Fuchs. Right, she feeds facts into the computer. Below, Ann demonstrates on a viewing screen how her facts designed the bridge, and makes changes with a "light pen."

Twenty years ago, a girl could be a secretary, a school teacher . . . maybe a librarian, a social worker or a nurse. If she was really ambitious, she could go into the professions and compete with men . . . usually working harder and longer to earn less pay for the same job.

Now have come the big, dazzling computers-and a whole new kind of work for women: programming. Telling the miracle machines what to do and how to do it. Anything from predicting the weather to sending out billing notices from the local department store.

And if it doesn't sound like woman's needs to become a programm work-well, it just is.

("I had this idea I'd be standing at a big machine and pressing buttons all day long," says a girl who programs for a Los Angeles bank. I couldn't have been further off the track. I figure out how the

computer can solve a problem instruct the machine to do it.

"It's just like planning a plains Dr. Grace Hopper, scientist in systems progra Univac. (She helped develo electronic digital computer, t 1946.) "You have to plan schedule everything so it's read need it. Programming requir and the ability to handle det are 'naturals' at computer pro

What she's talking about is the one most important qui needs a keen, logical mind. zeroes out the old Billie B Allen image of femininity, time, because this is the age puter Girls. There are twent of them in the United (cont.

Cosmopolitan, 1967: The Computer Girls

Personal Computing Revolution

- Home computers were marketed primarily to boys and men
- Early ads and marketing portrayed computers as toys for males
- Gaming industry targeted male audiences
- Created an early experience gap between boys and girls





Cultural changes

- Media began portraying programmers as male "geeks" or "hackers"
- * The stereotype of the antisocial male programmer became dominant
- "Computer nerd" culture became associated with masculinity
- * Movies and TV reinforced these stereotypes



Shift in workplace culture

- *"Bro culture" in tech companies
- *Unconscious bias in hiring and promotion
- *Lack of female mentors and role models
- *Work-life balance challenges
- *Harassment and discrimination issues
- *Systemic Reinforcement



- Differences in distributions of traits between men and women may in part explain why we don't have 50% representation of women in tech and leadership.
- Discrimination to reach equal representation is unfair, divisive, and bad for business.

Left Biases	Right Biases	
Compassion for the weak	Respect for the strong/authority	
Disparities are due to injustices	Disparities are natural and just	
Humans are inherently cooperative	Humans are inherently competitive	
Change is good (unstable)	Change is dangerous (stable)	
Open	Closed	
Idealist	Pragmatic	

Personality differences

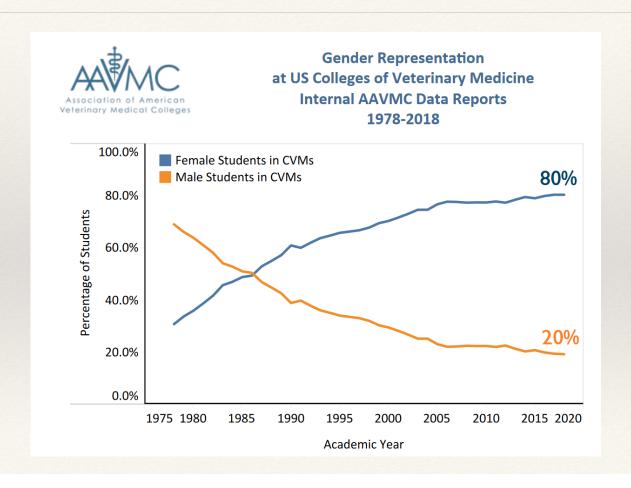
Women, on average, have more:

- Openness directed towards feelings and aesthetics rather than ideas. Women generally
 also have a stronger interest in people rather than things, relative to men (also
 interpreted as empathizing vs. systemizing).
 - These two differences in part explain why women relatively prefer jobs in social or artistic areas. More men may like coding because it requires systemizing and even within SWEs, comparatively more women work on front end, which deals with both people and aesthetics.
- Extraversion expressed as gregariousness rather than assertiveness. Also, higher agreeableness.
 - This leads to women generally having a harder time negotiating salary, asking for raises, speaking up, and leading. Note that these are just average differences and there's overlap between men and women, but this is seen solely as a women's issue. This leads to exclusory programs like Stretch and swaths of men without support.
- Neuroticism (higher anxiety, lower stress tolerance).
 - This may contribute to the higher levels of anxiety women report on Googlegeist and to the lower number of women in high stress jobs.

My concrete suggestions are to:

- De-moralize diversity.
 - As soon as we start to moralize an issue, we stop thinking about it in terms of costs and benefits, dismiss anyone that disagrees as immoral, and harshly punish those we see as villains to protect the "victims."

Gender biaises



Salaries (Bureau of Labor Statistics)

Pediatric Surgeons	\$449,320
Cardiologists	423,250
Orthopedic Surgeons, Except Pediatric	378,250
Radiologists	353,960
Surgeons, All Other	343,990
Dermatologists	342,860
Anesthesiologists	339,470
Ophthalmologists, Except Pediatric	312,120
Emergency Medicine Physicians	306,640
Obstetricians and Gynecologists	278,660
Neurologists	271,470
Physicians, pathologists	270,560
Psychiatrists	256,930
Physicians, all other	248,640
General internal medicine physicians	245,450
Family medicine physicians	240,790
Pediatricians, general	205,860

\$119,720
110,590
108,950
104,420